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## Organizational culture, leadership styles and organizational commitment in Turkish logistics industry

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### Abstract

According to the literature, ensuring continuous and desirable work outcomes of employees have strong relations with their commitment to their organizations. Those employees who have commitment to their organization are addicted to the organization's objectives and organization itself when they adopt their organizational culture. Based on empirical evidences in the literature, also leadership is an important component in the organizational commitment process. Moreover, leadership is crucial for the organizational effectiveness, and the development and the changes of organizational culture. Thus the aim of this study is to explore the effects of organizational culture and leadership styles on employees' commitment. To reach this aim a questionnaire survey is performed and data is collected from 344 employees of 37 logistics firm which operating in Marmara Region of Turkey have been used to solve the research questions. The database analyzed by SPSS v.15 statistical program using multivariate data analyses techniques through developed hypothesis. According to the findings of this research supported the positive effects of leadership and organizational culture on the organizational commitment in context of logistics industry.

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Keywords: Organizational commitment; leadership styles; organizational culture; logistics industry.

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### 1. Introduction

Today's firms face with substantial changes in business environment because of globalism and radical changes and developments in the information processing, communication and logistics industries, and try to gain competitive advantage in such a competitive business environment. According to the literature superior performance of firms mostly depend on work outcomes of their employees that strongly committed to their organizations. Those employees who have commitment to their organization are addicted to the organization's objectives and organization itself. Thus, the concept of organizational commitment is still attracting considerable attention both from academics and professionals.

Based on empirical evidences in the literature, leadership is an important component in the organizational commitment process, as well. Moreover, leadership is crucial for the organizational effectiveness, and the development and the changes of organizational culture. Whether the literature abounds of evidences about the positive effects of both leadership styles and organizational culture on organizational commitment, the logistics

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industry seems to be neglected. In the literature survey no study could be find which explores the relationships among leadership styles, organizational culture and organizational commitment in the context of logistics industry.

Logistics is a basic activity in the context of value chain (Porter, 1980: 37). It is widely acknowledged that logistics and its sub factors are vital for utilizing business strategies successfully through distribution flexibility and responsiveness (Daugherty & Pittman 1995; Morash et al., 1996; Lynch et al., 2000). As a result of the blurring boundaries from local to the international and global in globalizing economies, logistics industry today seems to be highly dynamic. Unique, valued, non-substantial and inimitable organizational capabilities in the logistics processes appears to be an important way to differentiate the logistics capabilities and ultimately to achieve sustainable competitive advantage. Despite those radical changes seen in the business environment and the importance of logistics, logistics industry is still capturing human work force intensive structure. In other words firms' superior performance in the logistics industry have still based on the employees' individual performance.

The theoretical basis of this paper is found in the contents of leadership styles, organizational culture and organizational commitment, and in the context of logistics industry. In this framework, The aim of this study is to explore the perceived role of organizational culture and leadership styles on employees' commitment in the Turkish logistics industry in order gain competitive advantage by ensuring continuous performance of those employees. Moreover this study aims to extend the leadership and organizational culture literatures through examining total effects of these variables. To reveal those relationships a survey is conducted on firms operating in logistics industry. The results and thoughts about that survey is presented in the following sections.

## **2. Literature Review and Theoretical Frame Work**

### *2.1. Organizational Commitment*

Organizational Commitment (OC) still continues to capture the interest of academics and practitioners in many areas, including logistics industry. Based on literature, commitment is a psychological state which "characterizes the employee's relationship with the organization and has implications for decision to continue membership in the organization. However it gained popularity among academics since 1980s, researches on organizational commitment dates back to the 1960s. Over the years, the increasing interest in the area added several alternative models of commitment to the literature. Among those, multidimensional OC model of Meyer and Allen (1991) has gained substantial popularity and received considerable empirical support in different cultures (see Acar, 2009; Allen & Meyer, 1996; Cheng & Stockdale, 2003; Lee et al., 2001; Meyer et al., 2002).

The three-component model consists of affective (AC), continuance (CC) and normative commitment (NC). AC refers to employees' emotional attachment to, identification with, and involvement in the organization. CC refers to attachment base on the accumulation of costs such as such as pension, skill transferability, relocation, and self-investment that co-vary with organizational membership. Finally, NC refers to employees' feelings of obligation to remain with the organization base on motivation to conform to social norms. Each commitment component reflects a psychological state that has implications for the decision to continue or discontinue membership in the organization. Further, the consequences of each of the three components are different base on its nature; employees with strong AC remain in the organization because they want to, those with strong CC because they need to, those with strong NC because they feel they ought to do so Meyer & Allen, 1991).

### *2.2. Leadership and Organizational Commitment*

Leadership is a process by which a person influences followers to accomplish and objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership knowledge and skills (Clark, 1997). Leadership has been examined from multiple perspectives, including the leaders' personal characteristics, the nature of the organizational context, and characteristics of subordinates (Chaganti et al., 2002, Yukl, 1998), and has been linked to many organizational issues. In the current study the relationship between leadership and organizational commitment has been examined in context of transformational and transactional leadership styles (Burns, 1978; Bass & Avolio, 1994).

Transformational and transactional leadership styles (Avolio et al., 1999; Bass, 1985; Bass & Avolio, 1994; Burns, 1978) as a part of modern leadership theories have been attracting great interest since 1980s. The transformational leader has been characterized as one who articulates a vision of the future that can be shared with peers and subordinates, intellectually stimulates subordinates, and pays high attention to individual differences among people (Yammarino & Bass, 1990). Transformational leadership theory offers that leaders use his/hers charisma, intellectual incentives and individual attention to empower and elevate followers, and transform them into much higher performance. The transformational theory is often applied to the transactional leadership style, which emphasizes contingent rewards and management by exceptions to influence motivations of the followers (Bass, 1990). These transactional leaders were posited as a contrast to the transformational leaders, and they exchanges valent rewards contingent upon a display of desired behaviors (Burns, 1978; Waldman et al., 1987).

As Bass (1985) offers, leaders are capable of being both transactional and transformational. These two styles are good proximate indicators of a leaders' behavior, because a style signals the manager's predisposition to action. Each style has been found to be effective under different types of conditions, such as differences in types of tasks and/or types of subordinates (Chaganti et al., 2002). In the literature leadership and its styles have been regarded and empirically supported as an important factor affect on commitment behavior of employees (see Mathieu & Zajac, 1990; Allen & Meyer, 1990). According to theory the relationship between transactional leaders and his/her followers takes the form of economical exchanges which are based on transactions. Transactional leaders are said to be "instrumental" and frequently focus on exchange relationship with their subordinates (Bass & Avolio, 1993). So it can be reasonably satisfying and effective in regard of both organization's and employee's expectations in short-term. Leaders who use clarified roles and task requirements as a performance criterion and especially contingent rewards that expected by employees may influence the levels of employee's commitment to their organizations.

In contrast, transformational leadership as being based on social exchange predicts performance and employee's satisfaction beyond what can be accounted for by the transactional scales (Bass, 1985). Transformational leaders are argued to be visionary and enthusiastic, with an inherent ability to motivate subordinates (Bycio et al., 1995; Howell & Avolio, 1993). As a consequence, followers gain a better understanding of what needs to be done so as affective functioning of the organization is ensured. Thus, followers become more involved in their work and are more likely to experience increased levels of commitment to their organization. Base on these suggestions in the literature three hypotheses are generated as follows:

*H1: Leadership styles are positively associated with employees' affective commitment level.*

*H2: Leadership styles are positively associated with employees' normative commitment level.*

*H3: Leadership styles are positively associated with employees' continuance commitment level.*

### 2.3. Organizational Culture and Commitment

The concept of culture has principally stemmed from the study of ethnic and national differences in the varied disciplines of social sciences. The concept of organizational culture has used by management and organizational scholars over the last decades. Schein (1997) defined organizational culture as a pattern of basic assumptions-invented, discovered, or developed by a given group as it learns to cope with the problems of external adaptation and internal integration. Based on the literature the concept of organizational culture has four key elements. First, organizational culture is a shared phenomenon (Schein, 1997: 8; Wilson, 2001; Baumgartner, 2009). Second, organizational culture has visible and less visible levels (Schein, 1997: 17; Wilson, 2001; Baumgartner, 2009). Third, each new member of the organization learns the culture (Wilson, 2001; Baumgartner, 2009). Finally, culture tends to change slowly over time (Wilson, 2001; Baumgartner, 2009).

According to Cameron and Quinn (1999), culture defines the core values, assumptions, interpretations and approaches that characterize an organization. In their Competing Values Framework they have proposed four dominant culture types: hierarchy, market, clan and adhocracy. *Clan Cultures*, also referred to as group/team cultures, combine a focus on internal maintenance with flexibility. *Adhocracy Cultures*, also referred to as developmental and entrepreneurial cultures, combine a focus on high degree of flexibility with an emphasis on competitive positioning. That kind of organizational culture is supported by an open system that promotes the willingness to act. *Market Cultures*, also referred to as rational cultures, combine an emphasis on stability and control with competitive market positioning with the purpose of high productivity. Finally, *Hierarchical Cultures*

emphasize stability and internal maintenance through clear task setting and enforcement of strict rules (Cameron et al. 2007; Denison & Spreitzer 1991; Giberson et al., 2009; Quinn & Kimberly 1984; Zammuto & O'Connor 1992). Because of the importance of internal and/or external orientation during creating an organizational culture, in present study Cameron and Quinn (1999) typology is used when describing organizational culture types. This typology also highlighted the stability and change in the external business environment. Thus, this typology seems appropriate in regard of a research in logistics as an external connection function.

However there is a small number of empirical studies a relationship between organizational culture and commitment has often been theoretically proposed. Those studies was used a single-component conceptualization of commitment (Erdem, 2007; McKinnon et al., 2003; Taylor et al., 2008), Hofstede's (1980) typology of cultural dimensions (Clugston et al., 2000; Cohen, 2007). But, no empirical study which explores the relationship between three-component conceptualization of commitment and Cameron and Quinn's (1999) typology organizational culture have found. In a recent study, Simosi and Xenikou (2010) suggested that since a person's sense of self-worth is enhanced through his/her membership, it's expected that an employee shows commitment to his/her work organization when this organization embraces positive group norms. In other words, organizations which have constructive cultural orientations are more likely to induce high emotional and normative ties to their employees. And, it also seems reasonable to suggest that employees who attribute to their organization a constructive orientation are likely to perceive that the risk of leaving the organization are high (Simosi & Xenikou, 2010). Base these suggestions in the literature four hypotheses generated as follows:

*H4: Klan type of organizational culture is positively associated with employees' organizational commitment level.*

*H5: Hierarchy type of organizational culture is positively associated employees' organizational commitment level.*

*H6: Market type of organizational culture is positively associated employees' organizational commitment level.*

*H7: Adhocracy type of organizational culture is positively associated employees' organizational commitment level.*

#### *2.4. Leadership and Organizational Culture*

Many authors have indicated to the strong relationship between organizational culture and leadership in organizations (e.g. Bass, 1985; Ogbonna & Harris, 2000). However, there is a considerable debate relative to how a culture originates and whether leaders have any impact on shaping organizational culture. Some theorists (e.g. Smircich, 1983; Turnstall, 1983) suggested that the culture is the organization itself, and seen as something which can be manipulated. So it is expected from leaders that manage and manipulate the culture at least to some degree. By contrast, others (Denison, 1990; Hofstede et al., 1990; Schein, 1997) suggested that action of the organizational founders and/or leaders have a potential to create and undoubtedly impact to shape the organizational culture. Leadership is critical in codifying and maintaining an organization's purpose, values, and vision. Current role of leaders to implement a change of direction dictated by a vision (Bryman, 1992: 175) has a clear potential to maintain and shape an organization's culture. So, it can be said that thinking, feeling, and responses of leaders are formed by the culture (Bass & Avolio, 1993; Schein, 1997).

Transactional leaders tend to operate within the confines and limits of the existing culture, while transformational leaders frequently work towards changing the culture in line with their vision (Bass, 1985). The relationship between the two concepts represents an ongoing interplay in which the leader shapes the culture and is in turn shaped by the resulting culture (Bass & Avolio, 1993). The survival of an organization depended upon the change and responsiveness of a culture as influenced by effective leadership (Bass, 1998; Kotter, 1998; Schein, 1997). Base on these suggestions in the literature five hypotheses are generated as follows:

*H8: There should be mutual relationships among leadership styles and organizational culture types.*

*H9: Leadership styles are positively associated with shaping clan culture.*

*H10: Leadership styles are positively associated with shaping hierarchy culture.*

*H11: Leadership styles are positively associated with shaping market culture.*

*H12: Leadership styles are positively associated with shaping adhocracy culture.*

### 3. Methodology

#### 3.1. Measurement Instrument

The revised three dimensioned organizational commitment scale which developed by Meyer and his colleagues (1993) in order to Allen and Meyer (1990) typology was used to assess organizational commitment level of our sample. This scale consist of three sub dimensions; *Affective Commitment* (AC) (e.g., I would be very happy to spend the rest of my career with this organization), *Continuance Commitment* (CC) (e.g., Right now, staying with my organization is a matter of necessity as much as desire), and *Normative Commitment* (NC) (e.g., This organization deserves my loyalty).

In this study, the Multifactor Leadership Questionnaire (Bass & Avolio, 1993; 1994; Avolio et al, 1999) was used to distinguish transformational and transactional leadership. According to this model, transformational leadership consists of four sub-scales: (1) *Charisma*, (2) *Inspirational motivation*, (3) *Intellectual stimulation* and (4) *Individualized consideration*. The sub-scales of transactional model are: (1) *Contingent reward*, (2) *Management-by-exception* and (3) *Laissez-faire*. This multidimensional scale is also tested and validated in a previous research in Turkey (Kılıç, 2006).

The revised model of the Organizational Culture Assessment Instrument (OCAI) based upon the Competing Values Framework (CVF) (Cameron & Quinn, 1999; Cameron et al., 2007; Helfrich et al., 2007; Goodman et al., 2001; Öztö, 2008; Quinn & Kimberly, 1984) was used to determine the cultural dimensions. The CVF clarifies the complex nature of organizational culture and provides a taxonomy of cultural values that reflect preferred structural characteristics and desired modes of operation. The structure of CVF was designed to differentiated organizational culture according to two dimensions: internal/external focus, and stability/flexibility. Using these two dimensions, four quadrants occur as representing *Clan* (team), *Adhocracy* (entrepreneurial), *Hierarchical*, and *Market* (rational) cultures.

#### 3.2. Sampling

Current study was carried out in logistics industry in Turkey to reach this aim through a questionnaire survey. Logistics industry plays a significant role in national foreign trade of Turkey, one of World's 10 big emerging markets (UTİKAD, 2010). Turkish logistics industry has come to forward in foreign trade by transporting 300 million \$ of goods (TC Gümrük ve Ticaret Bakanlığı, 2011; TUİK, 2011). However %31 of Turkey originated international transportation made by highway mode this amount exceeds to the %93 in domestic freight (TC Gümrük ve Ticaret Bakanlığı, 2011; TUİK, 2011; UTİKAD, 2010). Turkish logistics industry has more than 61.000 trucks/lorries and 56.000 trailers/semi-trailers, and this fleet is the largest highway transportation fleet in Europa (UTİKAD, 2010). Because of the importance of highway freight in national logistics industry, freight forwarder firms are chosen as universe of this research. With the purpose of getting appropriate data to test the research model, the research universe narrowed to the 655 logistics firms which have ECMT certificate (European Conference of Ministers of Transportation – Multilateral Quota) in 2010. Then, 100 logistics firms which have ECMT certificate are chosen as research sample from the database of Istanbul Chamber of Commerce for this research. 37 firms accepted to be subject of this research. The data was gathered from 344 employees of those firms by applying face-to-face questionnaire.

After gathering the data, the basic features of the data were described with statistics to provide simple summaries about respondents. According to the findings it was concluded that our sample was a group of young (%53,11<30) and educated (%68,9 undergraduated & graduated) people. And the distribution of the respondents to the hierarchical status is appropriate with the organizational levels (%6 top level man.; %14 middle level manager; %80 experts and other employees). Thus, it is considered that this sampling will positively affect the accuracy of our research, due to their basic knowledge about the concepts of the research.

#### 3.3. Scale Validity and Reliability

In this empirical study, all items and components are tested by comprehensive reliability analyses. At first, it's analyzed the alpha reliability test; all the scale reliability coefficient has been determined a satisfactory level such



that  $\alpha = .969$ ; this value is quite over the recommended 0.70 threshold (Nunnally, 1978; Nunnally & Bernstein, 1994). It's found out that none of the items have exceeded alpha coefficient of the constructs. It's also looked at the corrected inter-item correlations and it was found out that all of the resulting values were 0.500 and above. So, all of the items are subjected to the principle component analysis (PCA).

Then the PCA of items pertaining to organizational culture, items relating to leadership style and organizational culture were conducted individually. After PCA procedure with Varimax rotation three basic components of organizational commitment were obtained as suggested. According to the PCA findings except C07 all items separated to their estimated factorial components without any cross loading. Factor loading values are found out between 0.505 and 0.848 (KMO: 0.893;  $p < .000$ ; Total variance explained: 60.577). Previous researches have reported reliability coefficients (Cronbach's alpha) of the three subscales to range between .71 and .85, (Meyer et al., 1993; Simosi & Xenikou, 2010). In the current study, it is found out that minimum Cronbach's alpha score was .897.

According to the PCA findings except L34 and L37 all items in the leadership styles scale separated to their estimated factorial components without any cross loading. Factor loading values are found out between 0.541 and 0.873. Previous studies have reported sufficient internal consistency reliability for both of the transformational and transactional leadership factors and for their sub-dimensions (Avolio et al., 1999; Bass, 1985; Bycio et al., 1995; Hater & Bass, 1988; Bass & Avolio 1990; Simosi & Xenikou, 2010). In Hater and Bass's (1988) study the reliability coefficients (Cronbach's alpha) for the transformational and transactional leadership distinct subscales varied from .67 to .94. Also in a previous research in Turkey it's found out that the reliability coefficient for transformational leadership is .97 and for transactional leadership is .83 (Kılıç, 2006). In the current study, the Cronbach's alpha coefficients of the subscales were between .893 - .895 for Transformational Leadership and between .894 - .923 for Transactional Leadership (KMO: .953;  $p < .000$ ; Total variance explained: 74.766). It is shown by the results of PCA Laissez-faire dimension of Transactional Leadership exceed the whole reliability level of leadership construct.

According to the PCA findings except one item (Cul15) all items of the organizational culture scale separated to their estimated factorial components without any cross loading. Factor loading values are found out between 0.543 and 0.931 (KMO: .953;  $p < .000$ ; Total variance explained: 75.588). A previous research in Turkey has reported reliabilities (Cronbach's alpha) of the four scales to range between .78 and .90 (Öztop, 2008). In the current study, the Cronbach's alpha is between .891 - .896.

#### 4. Findings

This study sought to examine which organizational culture and leadership styles are mostly seen in Turkish logistics industry, and is there a relationship between leadership styles and organizational commitment and between organizational culture and organizational commitment. According to the descriptive statistics it is found out that the dominant organizational cultures in the Turkish logistics industry are *Market* (mean 4,0311) and *Adhocracy* (mean 3,9968) cultures. These results found out through aggregating the data to the firm level. Three of the most seen leadership styles in Turkish logistics industry are *Charisma* (4,2755), *Intellectual Stimulation* (4,0948), *Individualized Consideration* (4,0250). This finding pays a special attention because of all of those styles are sub-dimensions of *Transformational Leadership* style. Other styles follow those three styles; contingent reward (3,9438), inspirational motivation (3,9170), management-by-exception (3,6194) and Laissez-faire (2,6050).

Based on the psychometric properties of the constructs it was determined that the measures were sufficient and could be employed in hypothesis. The test of the relationships among the concepts of the current research is started by correlation analysis. Results of correlation analysis revealed that all constructs which differed from each other are also correlated with each other positively and significantly ( $p < 0.001$ ) except Laissez-faire dimension of the Transactional Leadership. Addition to exceed the reliability level of leadership style, it is found out that Laissez-faire dimension has only two positive and significant relationships with Management-by-exception and Continuous Commitment dimensions. Moreover have negative relationships with *Charisma*, *Intellectual Stimulation*, *Affective Commitment* and *Adhocracy* culture dimensions. So, Laissez-faire dimension is removed from research model.

To reveal the direct relationships between main factors that suggested in the hypotheses linear regression analysis was used. First, the linkages between leadership styles and organizational commitment level of the employees' are

tested. It is found that two sub-dimensions (inspirational motivation and individualized consideration) of the Transactional Leadership factor have positive effect on AC. Thus, H1b and H1d hypotheses are supported, except the others. On the other hand it is found out that Contingent Reward has positive on the CC and NC, and Management-by-exception has positive effect on CC. These findings supported H2e, H2f and H3e hypotheses. The results of hypotheses 1, 2 and 3 can be shown in Table 1.

**Table 1. The effects of leadership styles on organizational commitment.**

	AC (H1)	CC (H2)	NC (H3)
(a) Charisma	,111	-,098	,131
(b) inspirational motivation	,166*	,013	,150
(c) intellectual stimulation	-,013	,085	,012
(d) individualized consideration	,257**	-,017	,046
(e) contingent reward	,129	,167*	,203**
(f) management-by-exception	-,008	,327***	,047
R <sup>2</sup> : 33.6; F:28.239; p< .000    R <sup>2</sup> : 16.0; F:10.636; p< .000    R <sup>2</sup> : 24.5; F:18.161; p< .000			
*** p<0.001; ** p<0.01; * p<0.05			

Then the linkages between organizational culture types and organizational commitment level of the employees' are tested. After performing a regression analysis it is found out that Clan and Adhocracy cultures have positive effects AC and NC. So, H4a, H4c, H7a and H7c hypotheses are supported. These results are similar with a recent study that performed in Turkey (Erdem, 2007). The results of hypothesis 4, 5, 6 and 7 can be shown in Table 2.

**Table 2. The effects of organizational culture types on organizational commitment.**

	AC	CC	NC
(H4) Clan	,352***	,116	,214*
(H5) Hierarchy	-,073	,128	,070
(H6) Market	,120	,114	-,028
(H7) Adhocracy	,259***	-,022	,384***
R <sup>2</sup> : 39.5; F:54.630; p< .000    R <sup>2</sup> : 9.4; F:8.613; p< .000    R <sup>2</sup> : 35.8; F:46.553; p< .000			
*** p<0.001; ** p<0.01; * p<0.05			

The suggested relationships between leadership styles and organizational culture types are tested by correlation analysis. According to the results of the correlation analyses all of the sub-dimensions of the Leadership styles and Organizational Culture types are positively correlated by the exception of Laissez-faire dimension. So H8 hypothesis is supported.

Finally, to test the H9, H10, H11 and H12 hypotheses four regression models is constituted. In these models sub-dimensions of transformational and transactional leadership styles are used as independent variables, and organizational culture types as dependent variables. After performing regression analyses it is found out that none of the leadership styles have positively affect the market and adhocracy types of organizational culture. Thus H11 and H12 hypotheses are not supported. On the other hand it is found out that charisma effects hierarchy culture (H10a), inspirational motivation effects clan (H9b) and hierarchy culture (H10b), individualized consideration effects clan culture (H9d), contingent reward effects both of the clan (H9e) and hierarchy culture (H10e) and finally management-by-exceptions effects hierarchy culture (H10f). Table 3 provides the results of regression analyses to determine the effects of leadership styles on organizational culture types.

**Table 3. The effects of leadership styles on organizational culture**

	Clan (H9)	Hierarchy (H10)	Market (H11)	Adhocracy (H12)
(a) Charisma	,116	,205*	,252	,234
(b) inspirational motivation	,207**	,230**	,064	,136
(c) intellectual stimulation	-,020	,009	,096	,090
(d) individualized consideration	,206*	-,078	,058	,130
(e) contingent reward	,210**	,174*	,132	,134
(f) management-by-exception	,023	,144**	,101	,024
R <sup>2</sup> : 41.9; F: 39.918;    R <sup>2</sup> : 29.9; F: 23.583;    R <sup>2</sup> : 33.3; F: 27.586;    R <sup>2</sup> : 41.7; F: 39.861;				
p< .000    p< .000    p< .000    p< .000				
*** p<0.001; ** p<0.01; * p<0.05				

## 5. Discussion

According to the analyses it can be said that the dominant organizational culture in the Turkish logistics industry is Market culture, and it is followed by Adhocracy culture. So it can be said that these two culture types are the dominant cultural types in the Turkish logistics industry. The findings of present study can be also interpreted as Turkish logistics industry focus on external positioning, differentiation and competitiveness. On the other hand these two culture types which emerged in current study are appropriate with the nature of logistics industry, a dynamic, entrepreneurial, creative and competitive place to work.

On the other hand the most seen leadership style is transformational leadership and its sub-dimensions. According to the finding of current research charisma, intellectual stimulation and individualized consideration are most used instruments of transformational logistics leaders to empower and elevate followers, and transform them into much higher performance. This kind of leaders encouraged followers to perform within the differentiative and competitive cultures. So this finding is meaningful because of to support and match with the findings of cultural types in present study.

The analyses indicated that inspirational motivation and individualized consideration behaviors have positive effect on AC. Both sub-dimension of transformational leadership give strength to employees for future challenges, and when they feel the vision of their leaders are parallel with their expectation, and will support their effort to reach objectives their AC level could be higher. Especially in the logistics industry where employees have eager to reach higher degrees in the hierarchical levels of the organizations fast, they need to support of their leaders by inspirational motivation and individualized consideration. On the other hand, in regard of transactional leadership, it is found out that contingent reward and management-by-exception have positive effects on CC, and contingent reward has positive effect on the NC. CC refers to attachment base on the accumulation of costs, so it's a normal result a significant relation between contingent rewards. When employees feel free to take decisions and implement some individual policies on their work they can feel a barrier when they think to leave their work. This feeling can be interpreted as a CC effected by management-by-exceptions. It could also be the case that clarifications of employees' responsibilities, performance criteria and expectations of transactional leaders create a climate of fairness which promotes NC; role and goal clarity have already been found to be associated with employees' commitment (Meyer and Allen 1997; Swailes 2002). Additionally, the findings reveal the importance of economic exchange between leader and followers for the initiation of NC (Simosi & Xenikou, 2010). When employees feel a fair climate in regard of roles, performance criteria and reward their NC level could be higher.

After performing a regression analysis it is found out that Clan and Adhocracy cultures have positive effects AC and NC. These findings can be interpreted as follows. Clan cultures typed organizations operate more like families, thus the emotional attachment to the organization is one of the basic characteristics of that kind of organizations, as mentioned in characteristics of AC. In a competitive and complex environment like logistics industry firms need to be launch new services in order to meet customer expectations and to gain competitive advantage. This kind of workplace enforces employees to be entrepreneurial, creative and innovative. So it is reasonable to find young and educated employees get into exited to satisfy their individual aims parallel with their firms through acting in AC behavior. Besides the emotional attachment most of the time members of a family kind of organizations (clan) are forced to act in order to social rules and cultural values. Moreover a collaborative (clan) organization emphasizes on teamwork and sociality. So it can be harder to leave that kind of organizations because of social pressure. Because of this kind of enforcement to act like the other members of the organization and social pressure to not leave the organization, it is reasonable to find a positive relationship between clan cultures and NC. Adhocracy cultures facilitate young and educated employees to reach their aim. Then employees can feel themselves to owe much to the organization. So it is hard to leave that kind of organization that facilitates their effort to reach individual objectives, as well. Thus the positive relationship between adhocracy cultures and NC is rational. Additionally, clan and adhocracy cultures are similar in emphasizing flexibility and discretion. Also, logistics industry is a place that the firms need to be flexible and creative to satisfy customers' expectations quickly and properly. Thus it is meaningful to find parallel results between clan and adhocracy cultures, in regard of supported direct effects on the organizational commitment sub-dimensions.

According to the results of regression analyses of H9, H10, H11 and H12 hypotheses there are some negative findings towards expectations. But the results can be meaningful when take into consideration with the cultural



nature of the logistics industry. Actually, the results of this study express the cultural nature of the logistics industry by putting forward Market and Adhocracy as dominant cultures in the logistics industry. So there is no need to any effect from leaders to create these cultures. On the other hand, to build a clan culture the effect of leaders in terms of inspirational motivation, individualized consideration and contingent reward are needed. Also, to build a hierarchy cultures the effects of leaders in regard of charisma, inspirational motivation, contingent reward and management-by-exceptions are needed

The results of this study have several implications for theory and future research. First, this empirical study gives evidences about appropriateness of three behavioral and cultural measurement instruments to the Turkish business culture as mostly seen in the Western world. Thus the present study continues and extends this line of inquiry by examining the effects of leadership styles and organizational culture types on organizational commitment behavior in non-Western societies and cultures by taking Turkey as a case study. Additionally, as mentioned earlier, no research studies have systematically examined the effect of leadership styles and organizational culture on organizational commitment behavior of employees in context of logistics industry, nor in Turkish context. Nevertheless, this is a small step to contribute research efforts in the logistics industry in order to understand employees' behaviors among the concepts of organizational commitment, organizational culture and leadership.

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